

## Headquarters U.S. Air Force

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### OPR/PRF WRITING WHAT'S HOT & WHAT'S NOT!



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## Overview

- OPR/PRF Writing Rule
- Philosophy
- What is OPR, PRF?
- OPR/PRF Foot Stompers
- OPR Sections I - VIII
- PRFs
- Silver and Rubber Bullets
- OPR/PRF Examples

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## Golden Rules for OPRs & PRFs

### **INTEGRITY FIRST!**

***“Give every OPR and PRF you write the attention and effort you would like given to your own report.”***



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## ***“The Pen is Mightier Than The Sword”***

- You, as rater, hold future of ratee in your hand
    - Give good feedback, never surprises
  - You, as ratee, have responsibility to provide accurate performance info/mission impact to rater
- “Remember, in the highly competitive officer promotion arena, written communication is the ONLY tool we have”***  
**Lt Gen Habiger**

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## ***What is an OPR/PRF?***

- **OPR:** permanent long-term record of officer's performance and potential based on performance
- **PRF:** assesses an officer's performance-based potential
  - Provides promo recommendations to assist selection board
- Valuable tools to promote "best qualified" and assign to greater leadership responsibility

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## ***OPR/PRF Foot Stompers***

- Must "come alive" to reader w/critical facts, specific achievements/impacts and performance-based info about ratee
- ALWAYS, ALWAYS ACTIVE VOICE
- Hard hitting, fact-filled statements
  - Paint picture of ratee
  - Make comments jump off page
  - Quantify, quantify, quantify

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## ***Foot Stompers cont.***

- Promotion statements—*veiled or implied*—are prohibited on OPRs but allowed on PRFs
- #1 key factor senior leaders look for...LEADERSHIP!
- First & last rater bullets are MOST IMPORTANT
  - 1<sup>st</sup> bullet states ratee's leadership abilities
  - Last bullet states recommendations for appropriate PME, retention, next job, etc.

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## ***BIG FOOT***

- Additional rater's endorsement carries the most weight
- Should include most hard-hitting facts, accomplishments, awards
  - Don't bury in rater's comments



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### **OPR Section I. Ratee ID Data**

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- Information on OPR shell from MILMOD
- Confirm info is correct, transfer EXACTLY to shell
- CSS corrects errors, i.e., duty title

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### **OPR Section II. Unit Mission Description**

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- Identifies unit's responsibilities and place in AF organization
  - Relate mission to normal wing structure
  - Stress impact on AF mission/nation
- Can't make up own—created by unit cc

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### **OPR Section III. Job Description, cont.**

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- Duty Title: Copy from OPR exactly
- Use recognized titles—don't game by layering supervision
  - i.e., Asst Chief in 2 provider clinic
- Tell reader where person works, don't make them "dig it out" of JD
- Spell out title in entirety, can abbreviate later (L&D=Labor and Delivery)

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### **OPR Section III. Job Description (JD)**

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- Never leave blank or white space
- Key duties/responsibilities
- Use short, hard hitting bullets, QUANTIFY
- Number/types supervised
- Use \$ amts, numbers, scope of job
- Additional Duties: one line only, use if you make comments/directly related to duty
  - Multiple add. duties beg question what is their REAL job?

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## **OPR Section IV. Impact on Mission**

- **RESULTS, RESULTS, RESULTS**
- **Start strong...get readers attention**
- **Performance focused & mission impact**
- **Concise, hard-hitting, specific facts**
- **Most impressive impact on line #1**
- **Don't reference additional/personal duties**
- **Start bullet w/"ed" verb, what they did, then telegraph result w/elipsis (...) or double dash (--)**
- **Don't repeat job description and don't exaggerate impact beyond scope of duties!**

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## **OPR Section V. Performance Factors**

- **AF Officers expected to "Meet Standards" on 6 factors**
- **Marking any block "Does Not Meet Standards" generates referral OPR**
- **Referral OPRs follow specific guidelines in AFI 36-2603**
- **Negative OPR comments may lead to referral OPR even if you don't mark "Does Not Meet Standards"**

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## **OPR Section VI. Rater Overall Assessment**

- **Most Important Section—no white space**
- **1<sup>st</sup> and last bullets most important**
  - **PME/Next job recommend. earn promo**
- **Grab readers interest w/leadership impact**
- **Last line needs ranking (#1/10 CGOs)**
  - **Or relate ratee to others you have rated (i.e., #1 FGO in my 25 years!)**
  - **Don't dilute rankings, keep integrity (only one #1), don't rank if not earned**
- **Be original, use thesaurus**

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## **OPR Section VII. Additional Rater Overall Assessment**

- **Should be consistent w/rater overall assessment**
  - **Ensure PME/job/strength of recommendations concur w/rater's**
  - **If addt'l rater does not concur, follow AFI 36-2402**
- **Use "meaty" facts w/quantifiable result**
- **Job recommendations that require higher grade considered illegal veiled promo statement (i.e., CNE as Maj or SQ CC for Capt)**
- **Don't reference addt'l duties unless Wing or AF level**

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## **OPR Section VIII. Reviewer**

- Normally Senior Rater (usually Wing CC or first flag officer rater in chain if Lt Col and above)
- Ratee below 0-6, no comments allowed
- Ratee 0-6 and above: comments optional, address command potential and timing
- If reviewer is also additional rater: type in all caps  
ADDITIONAL RATER IS ALSO THE REVIEWER

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## **PRFS**

- Divide section IV of a PRF into 3 parts using “chronological” format of ratee’s entire career
  - First 5 lines: highlight past accomplishments
  - Next 2 lines: devote to current duties
  - Last 2 lines: address potential ending w/power statement for promotion
- Remember, officers do not “deserve” promotion
  - They earn it or are ready for it—don’t use “deserve”

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## **Silver Bullets (Bulletology 101)**

- Don’t follow the “old” rules of English Grammar
- Short, telegraphic, no periods, 3 line max, 15-20 words
- Action verbs begin each bullet
- Fill entire block, no white space unless sending message
- Avoid colons (:)...acts as “stop” for thoughts
- Avoid use of dashes (--) between thoughts, use ellipses (...) instead
- Can use one exclamation point per block in OPR/PRF...use on last bullet

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## **Silver Bullets, cont.**

- Don’t use italics, bold print, underlining, or all caps
- Avoid “modifying” words...weakens statement (extremely, rarely, seldom, one-of-the—take up precious word space)
- Avoid use of negative words...re-word in positive light
- Cut out the scut words that don’t add value (the, of, a, an, she, he)...articles, personal pronouns
- Adverbs and adjectives rarely add value and take up space...use sparingly
- Don’t use names, use positions...i.e., ACC/SG vs. BG Kilpatrick

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## ***Silver Bullets, cont.***

- Use single line bullets, no wrap-arounds that go onto second line...these can always be shortened
- Keep bullets to single line where possible
- If added info necessary to explain result, keep to one sub-bullet
- Never have more than 2 sub-bullets
  - Dilutes main point and reduces impact
- Quantify results: dollars/lives saved, liability reduced, improved customer/pt satisfaction or outcomes

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## ***Rubber Bullets***

- Concerned with development of self, subordinates, peers...currently enrolled in graduate MBA program
- Abley functioned as Infection Control Officer
- Provided well-rounded regionalized healthcare perspective as Quality Management Board member
- Poised and pleasant-voiced spokesperson

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## ***Rubber Bullets***

- Training resulted in simpler, more efficient demonstration of proper straining procedure
- Saved the USAF from certain financial ruin thru aggressive base recycling program
- One of only a few providers who continually meets weight and fitness standards
- Performed all assigned duties in outstanding manner

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## OPR Examples Rater & Addt'l Rater Comments

### Poor/Weak

#### VI. RATER OVERALL ASSESSMENT

- Capt Jones is the model leader, supervisor, and officer with a charisma to make people want to perform to their best--knows how to get top performance from his people--they like working for him
- His positive, people-oriented leadership style built morale and promoted teamwork
- He is the most organized Medical Information Management manager I have ever known--his staff meeting agendas are the mainstay in our information and tasking network
- As a manager, he is second-to-none
- Developed command and control procedures for squadron information management oversight
- Capt Jones does great work--ready for more responsibility--groom for command

#### VII. ADDITIONAL RATER OVERALL ASSESSMENT

- Capt Jones is, indeed, one of the finest officers in Medical Information Systems management
- His participation in the Company Grade Officers Council resulted in the collection of hundreds of dollars for charity
- I rely on his information management decisions on a daily basis in our critical phases of force reductions
- He is definitely Major material--select for augmentation

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## OPR Examples Rater & Addt'l Rater Comments

### Excellent

#### VI. RATER OVERALL ASSESSMENT

- Rock-solid performer...skills, technical knowledge, leadership backbone of Medical Information Systems
- Sparked critical 100 percent redesign of Automated Data Processing Equipment (ADPE) acquisition process...\$5 million in ADPE purchases without a hitch...tremendous customer service support
- Re-engineered a \$12 million ADPE 6,000 line-item inventory...largest account in Wing...unprecedented oversight averted any mismanagement or loss of equipment...operational efficiency at its upmost pinnacle
- Established a new \$120,000 credit card system for ADPE purchases...premier concept...vastly reshaped and refined MIS supply and expense equipment procurement from months down to days...terrific achievement
- Dynamic oversight of medical software programs resulted in \$300,000 annual savings...first class effort
- Razor-sharp, "can-do" officer...leadership potential without peer...Flight Chief position next job!

#### VII. ADDITIONAL RATER OVERALL ASSESSMENT

- Pioneered initiative and implemented Group Local Area Network (LAN) to access critical care data...\$2.5 million infrastructure project recognized as AETC and USAF benchmark model...mission focused...again
- Driving force in planning, procuring video teleconferencing capability...world-wide access to higher headquarters and DoD agencies...acute mission impact...operational preparedness/readiness fortified
- Epitomizes every facet of leadership potential...critical AF asset...groom for Flight Chief next!

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## PRF Examples Senior Rater Comments

### POOR/WEAK

#### IV. PROMOTION RECOMMENDATION

- Maj Jackson is a remarkably talented officer
- As branch chief, continuously solves the toughest fiscal problems
- As Group readiness officer, was described as tops of all Majors known at base-level
- Professional, dedicated and articulate--we often select him to augment wing protocol
- Consistently performs flawlessly in the most intense jobs
- Maj Jackson has proven ability and leadership; promote now

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## PRF Examples Senior Rater Comments

### EXCELLENT

#### IV. PROMOTION RECOMMENDATION

- Impressive career launch...top marks for "enthusiasm, professional dedication, conscientious leadership"
- Accelerated in Tampa recruiting duty...all categories filled at 150% or more... "blue chip" in every detail
- Recruiting Group...tough region, met every goal...four times (unreal!) Company Grade MSC of the Year
- Squadron catalyst for Edwards...from Orderly Room to Medical Readiness, all met with IG "Excellents"
- Led Desert Storm Aeromedical Staging Facilities to highly decorated effectiveness for 2,000 patients
- Standout as ACSC Top Squadron Performer, Officership Award winner and Distinguished Graduate
- Brought Professional and Technical Training to new levels at AF's largest Medical Center
- Phase II Programs, "Outstanding," six residency programs nationally ranked, accreditation "Flawless!"
- The best during peace or war...remarkable career accomplishments from day one...definitely promote now!

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## ***Career Movers in 2000's***

- Ranking statements in last line of addt'l rater beneficial
- Data – money, projects, programs, # supervised, #s, #s, #s
- Mission impact – accomplishments
- Professional Affiliations
- Certifications
- Awards (wing, MAJCOM, HQ-level)
- Validation (outside agencies)
- Job Progression – increased responsibility, breadth
- What's next? PME, Retention, Future Job Assignments

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## ***Questions?***

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